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Florida Agricultural and Mechanical University
Board of Trustees

Strategic Planning and Performance Measures Committee Report
Trustee Lawson, Chair
Wednesday, June 11, 2025

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The Strategic Planning and Performance Measures Committee met on Wednesday, June 11, 2025. The meeting was attended by Chair Lawson, Vice Chair Harper, Trustee Gibbons, Trustee Brown, Trustee Bryant and Trustee Washington. A quorum was present.

Action Items:

Approval of Minutes from April 16, 2025 meeting.
The committee approved the minutes from the April 16, 2025 meeting.

Information Items:

Strategic Plan Monitoring/PBF Metrics.
Dr. Jones was asked to present an overview of the Strategic Plan Monitoring and Performance Metrics. He began by providing updates tied to the Strategic Planning and Performance Strategies by presenting a look at the SUS Strategic Plan for the State University System of Florida for review. The presentation highlighted three core SUS objectives:

1. Elevating Florida's public universities to the top in the nation.
2. Driving student success through workforce-aligned programs and innovation.
3. Establish distinct institutional areas of excellence.

Key Performance Metrics
   Graduation & Retention:
   - 4-year graduation rate: Target 55% by 2027 (up from 38% in 2022); SUS goal is 70% by 2030.
   - Pell recipient graduation rate: Increase from 35% to 56% by 2027.
   - Transfer student 3-year graduation rate: Target 67% by 2027.
   - Academic progress rate: Current 86.3%; goal 90% by 2027.
   Post-Graduation Outcomes:
   - Employment/education within one year at $40K+: Current 69.8%; target 75% by 2027; SUS goal is 85% by 2030.
   - Median wages: Target $55K by 2027; current $45.8K; SUS goal is $60K.
   - Internship/experiential learning participation: Current 23.9%; SUS goal 40% by 2030; no internal goal set yet.
   Research & Fiscal Sustainability:

- Research expenditures: Targeting $68M by 2027 (from $47M in 2022); currently at $60M in federal research.
- No targets yet for federal/business-related research; coordination is underway with Division of Research to track these metrics.

Performance-Based Funding Metrics:
- 2023 graduation rate exceeded target (35% vs. 34%).
- Sustained year-over-year growth projected to maintain a 10.3% average increase through 2027.

Chair Dr. Lawson requested additional detail on which colleges/schools are advancing or hindering metrics to better align program growth with performance. He asked Provost Watson to provide additional insight.

Provost Watson acknowledged the feedback and referenced ongoing efforts to strategically align enrollment growth with performance outcomes. She cited an analysis by her team on optimizing enrollment across programs of strategic emphasis to support funding and success metrics by stating, this is one of the things that she and Vice President Hudson spoke about earlier regarding their targeted approach to enrollment growth. She said there are two ways to look at our enrollment targets. The first is around our programs of strategic emphasis, which ultimately will receive more dollars. So, if you think of it from a K-12 setting where Title I schools receive more dollars for the percentage of students that are eligible for Title I. We receive more funding for our SUS, from our SUS Board of Governors, based on the number of students that graduate. So, we want to ensure that we are looking at those specific areas for growth. Dr. Watson went on to explain how she and Dr. Johnson and her team did an analysis on what percentage we would need to increase enrollment to really meet the targets demonstrated in the performance-based funding metrics. And if we had a class of about 1,540, two-thirds of those would need to be aligned to programs of strategic emphasis. That will help us, when they graduate in four years, meet or exceed the performance-based funding metric and increase the number of finances that we have for those degrees in terms of growth in numbers, headcount, and FTE.

Strategic Emphasis & Program Growth Alignment:

Dr. Watson emphasized that two-thirds of incoming students should be aligned with Programs of Strategic Emphasis (PSE) to:

- Maximize performance-based funding upon graduation.
- Increase financial support through higher credit hour generation and growth in unduplicated and duplicated headcount.

She highlighted disparities in program appeal vs. strategic value, noting:

- Education (Teaching): A high-need PSE with funding and timely graduation potential but low student interest.
- Game Design & Visual Arts: High interest but lower strategic emphasis.

FAMU's Academic Prioritization Process is identifying programs with job demand (e.g., Nursing with 8,000+ job openings) and aligning recruitment and admissions accordingly.

Current Growth Trends by Program Area:

- Engineering, Computer Science, CIS – strong growth
- Journalism & Graphic Design – nearly doubled enrollment
- Law – increased interest in policy impact
- Biology & Chemistry – continued strong performance

Strategic Enrollment Tactics:

- Matching student intent with program fit early (at admission).
- Communications efforts (Dr. Thomas' office) to better showcase strategic programs through new media (e.g., promotional video).

Trustee Feedback & Requests:

Chair Lawson noted past practices (e.g., moving students to interdisciplinary studies) for graduation expedience. He requested a program-level breakdown of which units are performing well vs. needing investment. He suggested this data will support budgeting and resource prioritization discussions. Chair Lawson reiterated that public dashboards on FAMU's website allow college-level performance tracking.

Chair Harper celebrated FAMU reaching a historic high in four-year graduation rate (a 138-year milestone). She expressed interest in understanding the strategies behind recent acceleration and how future projections can be achieved without compromising access.

Strategic Acceleration Drivers:

Dr. Jones cited key drivers of improved performance:

- Enrollment strategies targeting higher-achieving students.
- Enhanced academic support and retention efforts.
- Focused work on transfer student advising and degree audits.
- Addressing equity gaps, particularly for Pell-eligible students.
- Providing sustained financial support throughout the student life cycle.

Dr. Watson emphasized the need for sustainable strategies, citing past inconsistencies. She outlined institutional efforts to embed proven practices into FAMU's operational rhythm:

- Institutionalizing events like March Madness, Enrollment Blitz and Fantasy Football Enrollment Campaign.
- Leveraging early alert systems for real-time academic interventions.
- Collaborating across divisions to admit students with clear intent and provide tailored support from entry to graduation.

Student-Centered Approach & Operational Excellence

Dr. Watson reflected on lessons learned during personal travel, noting that cruise lines can track over 5,500 guests with personalized service, and she emphasized adopting a "customer service" model at FAMU. Key points included:

- Developing institution-wide consistency in student support from freshman entry to senior graduation.

- Launching service excellence initiatives to ensure each student knows their place, pathway, and purpose at the university.
- In discussing her participation in the Gates Millennium Scholars Advisory Council, she highlighted:
- The Gates Foundation invested $1 billion across 20 classes, resulting in a 94% graduation/retention rate among underrepresented students.
- This model of data-driven tracking and sustained investment can and should be replicated at FAMU.

Dr. Watson said it is her goal to meet incoming students from the College of Social Sciences, Arts, and Humanities during orientation this Thursday at Lehigh Auditorium utilizing the lessons she learned during her cruise trip.

Professional School Outcomes and Licensure Concerns

Trustee Brown raised critical concerns regarding professional schools' licensure pass rates and job placement. Key points included:

Data Disaggregation Needed
FAMU must separately track professional school data to reflect the unique importance of licensure to job eligibility (e.g., pharmacy, law, nursing, physical therapy). Using the Pharmacy as an example, he explained, the first board exam pass rate is 69% and the second board exam pass rate is 48%. Only those passing both can be employed as pharmacists. He said the issue is that without disaggregated, licensure-specific data, board-level oversight lacks a complete picture of post-graduation employment viability. He stated enrollment has declined (lower enrollment was expected to yield better outcomes)—but licensure pass rates have not improved, suggesting misalignment between strategy and results. He further explained Professional programs have withdrawal, retention, and enrollment thresholds set by accrediting bodies. FAMU has exceeded some of these thresholds for consecutive years, which could impact accreditation if not addressed. Trustee Brown requested that professional school licensure pass rates, enrollment trends, and job placement data be regularly presented at Board meetings. Emphasizing that "*what we don't measure, we won't improve*," echoing Chair Harper's earlier sentiment.
With no further comments, Chair Lawson asked Dr. Jones to proceed with his report on the DSO Strategic Initiatives.

DSO Scorecards Presentation

At Chair Lawson's request, Dr. Jones presented an overview of the Direct Support Organizations (DSOs) Scorecards, which are being developed to align DSO efforts with university-wide strategic goals. Key highlights included:

- The scorecards are designed to connect strategic initiatives to measurable KPIs from 2024–2027, evaluating whether DSOs are on track, making partial progress or in need of improvement.
- The current version includes draft assessments and is part of an ongoing planning and feedback cycle.

- Collaboration is in progress with University Advancement, Dr. Neal, and individual DSOs to finalize Year One reviews and align them with outcome targets.
- Dr. Jones is actively engaging Booster members and plans further DSO consultations in the coming weeks.

Digital College Dashboards

As requested by Chair Lawson, Dr. Jones shared an example of the college-level digital dashboards, designed to:

- Enhance transparency and visibility of institutional and college-specific KPIs.
- Support data-driven planning and assessment across all 14 colleges and schools.
- Align with performance-based funding metrics.

Example Shown:

- College of Agriculture and Food Sciences dashboard, featuring:
  - Retention rates
  - Degrees awarded
  - Enrollment metrics
  - Strategic performance benchmarks

Dashboards include QR codes for direct access and are intended to:

- Aid college deans and stakeholders in planning and progress monitoring.
- Foster consistency in how data is used to support the university's Boldly Striking Strategic Plan.

Chair Lawson commended the effort and emphasized the importance of public visibility into performance metrics down to the college and school level.

Board Action:

- Quorum Confirmed
- Motion Approved: Minutes from the April 16, 2025 meeting were presented and approved by the Board.

Acknowledgments:

- Chair Harper acknowledged Dr. Jones for his leadership and gave special recognition to the Strategic Planning and Analysis (SPAIE) team.
- Dr. Jones thanked the SPAIE team for their ongoing work with dashboards and data accuracy, noting their efforts were vital and appreciated—even though they were attending remotely.
- The Board of Trustees expressed gratitude to the SPAIE team as well.

Follow-Up Actions:

- 1. Identify and include contributing colleges/schools in future performance updates.
- 2. Prepare academic program prioritization data and enrollment metrics for August retreat.
- 3. Develop a breakdown of four-year graduation rate components and strategies.
- 4. Expand PowerPoint slides to include FTIC data, job placement, and outcome correlations.
- 5. Continue aligning departmental KPIs with university-wide strategic objectives.

With no further business, the meeting was adjourned.